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FORM NO. 241 1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED.

(47)

7 January 1980

MEMORANDUM FOR: Deputy Director for Operations

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: CRAFT Project Management

REFERENCE: A. Memorandum to DDA from DDO dtd 31 October 79;
Subj: Administrative Support Systems Overseas
(DDA 79-3439)

B. Memorandum to C/IMS/DDO from C/MPG/IMS dtd 7
September 79; Subj: Project Management Plan
for the Domestic Testbed System

1. As a follow-up to our meeting on 21 December, I thought it would be useful to summarize my perception of the status of the CRAFT project at this point in time. For some time we have been following, with interest, the initial or testbed phase of the CRAFT project. As is indicated in your Project Management Plan (Reference B.), there has been heavy representation by DDA components in various aspects of this phase. I am under the impression that, through this channel, DDA representatives have kept IMS personnel fully informed of our plans for improving overseas field station support, including communications upgrade plans and the OF efforts to automate Class A accounting. I believe this coordinating mechanism is effective and is serving to satisfy the coordination problem noted in your memorandum of 31 October 1979 (Reference A.).

2. From comments made recently by you and your representatives and from further discussions I have had with the Comptroller, it seems certain that the Agency is about to launch an accelerated effort to design and implement certain automated field station capabilities at an earlier date than originally planned. It seems equally likely that a heavy DDA resource commitment will be necessary if we are to fulfill our (DDA) responsibilities in achieving this goal, particularly in the areas of communications and Headquarters data processing support. I have consulted with members of my staff and there is full agreement here that effective DDA participation is not likely to be achieved with the current CRAFT management organization and staffing. I believe we need to establish a formal integrated project organization, perhaps along the SAFE model, which would provide the needed levels of program

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management, organizational commitment, management visibility and professional staffing that are so necessary in addressing a complex system implementation of this magnitude. In this manner, I could be confident that the DDA would be prepared to fully assume its responsibilities and make a commitment to the success of CRAFT.

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3. Mr. [REDACTED] indicated that a description of the requirements for the accelerated CRAFT program is under preparation. I would appreciate receiving copies for DDA review as early as possible. After studying this document, we would like to discuss with you and your staff project management approaches best suited to achieving CRAFT goals effectively and expeditiously.

Don I. Wortman

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